

# EVERETT CITY COUNCIL AGENDA ITEM COVER SHEET

## PROJECT TITLE:

Presentation of the  
EnvisionEverett 2037  
Report.

  X   Briefing  
       Proposed Action  
       Consent  
       Action  
       First Reading  
       Second Reading  
       Third Reading  
       Public Hearing  
       Budget Advisory

COUNCIL BILL #

Originating Department

Contact Person

Phone Number

FOR AGENDA OF

Administration

Bob Bolerjack

(425) 257-8727

July 5, 2017

Initialed by:

Department Head

CAA

Council President

*dlb*

*JA*

## Location

## Preceding Action

## Attachments

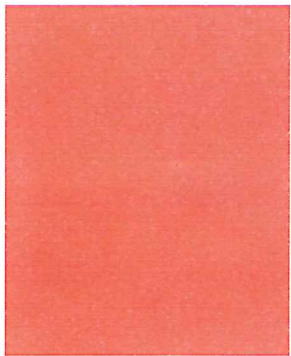
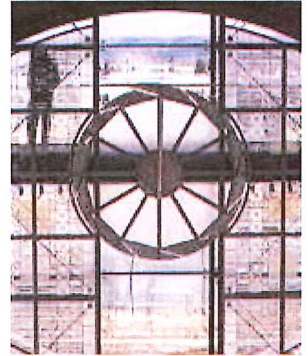
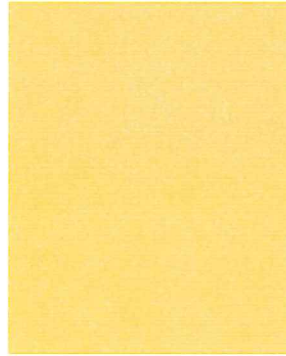
EnvisionEverett  
2037 report

## Department(s) Approval

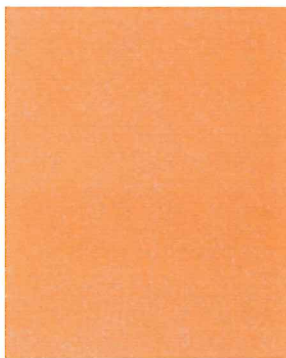
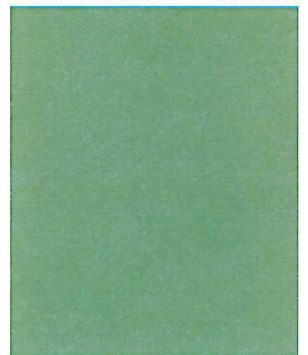
Expenditure Required	-0-	
Budget Remaining	-0-	
Additional Required	-0-	

## DETAILED SUMMARY STATEMENT:

During the Jan. 23, 2016 retreat, the City Council and Mayor agreed to appoint a committee to conduct a review of Everett's Vision 2025 report and to lay out a new vision for the next 20 years. That committee has completed its work and issued a 32-page report. Committee members will present an overview of their recommendations.



# Envision Everett 2037







Port Gardner Bay

Introduction.....	2
Overview .....	4
Next Steps .....	4
Summary: Recommendations at a Glance .....	4
Overarching Vision Statement .....	6
Supporting Values.....	7
Economic Development .....	8
Housing .....	14
Education.....	16
Transportation.....	18
Homelessness.....	20
Crime & Substance Abuse.....	22
Arts, Culture & Recreation .....	24
Parks and the Enviroment .....	26
Civic Engagement .....	28

FRONT COVER PHOTOS STARTING AT TOP LEFT:  
 Blown glass for sale at Sorticulture, Everett's Garden Arts Festival  
 Dock at Silver Lake  
 "Millennial Chronometer," artist-designed clock at Everett Station  
 Participant and friend at a Night Out Against Crime event  
 High-tech lighting on the Broadway overpass  
 Walter E. Hall Golf Course  
 Dancers at the Carl Gipson Senior Center  
 Boeing plane at Paine Field  
 Eager puppy at Senator Henry M. Jackson Park  
 "Trivergence" at Xfinity Arena, home to Everett Silvertips hockey  
 Trail at South Everett Forest Preserve  
 Summer kite surfing at Jetty Island

# Introduction

During their Jan. 23, 2016 retreat, the Everett City Council and Mayor Ray Stephanson agreed to appoint a committee to conduct a review of Everett's Vision 2025 and to lay out a new vision for the next 20 years. The Vision 2025 Committee had completed its work in 2005, and elected officials felt that 2016-17 was a good time to revisit the city's future. Much of Vision 2025 has come to fruition, but the city has also changed a great deal over the previous 12 years. The Council and Mayor asked for a new look from a new committee of Everett citizens.

Applications for the EnvisionEverett 2037 Committee were collected in October 2016. Bob Bolerjack, Executive Director of Governmental Affairs for the city, managed the application process, with final member selections determined by both the Mayor and City Council. Twenty-two individuals representing 14 Everett neighborhoods were appointed to the EnvisionEverett Committee. Margaret Norton-Arnold was selected as the group's facilitator.

## EnvisionEverett 2037 Committee Members

Chris Adams	Ethel McNeal
Corissa Almli	Maddy Metzger-Utt
Kelly Berger	Suzanne Powell
Brenda Bolanos-Ivory	Roman Radchuk
Sharita Burton	Michael Rinner
Greg Campbell	Angie Sievers
Hugh Denny	Kika Sleeper
Christopher Elliott	Maria-Teresa Vicens
Julie Frauenholtz	Linda War Bonnet
Ciera Graham	Walter White
Caitlin Knox	Benjamin Young

The committee held its first meeting on Saturday, Jan. 7, 2017. That introductory meeting also served as an initial brainstorming session on the aspirations and goals that members had for their city. This was followed by a second meeting on Jan. 9, and then on subsequent Monday evenings every two weeks through May 22. In all, the committee met 11 times.

Committee members were instrumental in developing the meeting format and process they would use to arrive at their recommendations. Margaret began by interviewing each member individually to learn more about their backgrounds and the key issues they believed should be addressed through EnvisionEverett. These interview results served as the foundation for an initial schedule that identified each topic and the meeting at which it would be addressed. Members reviewed, and approved, this schedule. They also reviewed, and agreed with, a committee process to revise, edit, and come to consensus on their recommendations.



*Committee members  
left to right*

**SEATED:**

*Linda War Bonnet,  
Sharita Burton,  
Brenda Bolanos-Ivory,  
Benjamin Young,  
Maria (Kika) Sleeper,  
Ethel McNeal,  
Maria-Teresa Vicens.*

**STANDING:**

*Michael Rinner,  
Corissa Almli,  
Greg Campbell,  
Chris Adams,  
Angie Sievers,  
Hugh Denny,  
Julie Frauenholtz,  
Maddy Metzger-Utt,  
Kelly Berger,  
Suzanne Powell,  
Roman Radchuk.*

**NOT PICTURED:**

*Christopher Elliott,  
Ciera Graham,  
Caitlin Knox,  
Walter White.*

The Mayor and City Council had asked that the committee review Vision 2025 and that the committee also be apprised of the programs and initiatives already underway at various city departments. The goal was to make sure that the committee was not reinventing the wheel on every subject, but that members could be informed by the previous visioning effort and current work being carried out. To this end, all applicable sections of Vision 2025 were reviewed by members and every meeting included presentations from city staff members who were familiar with the programs associated with each topic.

In addition to overarching visions and values for the City of Everett, the committee crafted recommendations related to economic development, housing, education, homelessness, crime and substance abuse, arts/culture/recreation, parks and environmental programming, transportation, and civic engagement. At each meeting, committee members brainstormed in small groups on these topics and presented their ideas for EnvisionEverett 2037 recommendations. Margaret used these ideas to create rough drafts for each set of recommendations. These rough drafts were reviewed and edited individually by members in the time between meetings. A second draft was then created, which was discussed by the full group at the meeting immediately after the initial brainstorming.

In April 2017, working drafts of each of the EnvisionEverett 2037 recommendation sections were created for one final review by all committee members. Changes to the working draft were incorporated, and a final document produced in early May. This final document was subsequently endorsed by the committee at its May 22 meeting.

Videos of every committee meeting were recorded and broadcast on the Everett Channel, and can be found on the city's YouTube channel.

---

### **EnvisionEverett 2037 Committee Members Came From These Neighborhoods**

Bayside  
Delta  
Evergreen  
Holly  
Lowell  
Northwest  
Pinehurst/Beverly Park  
Port Gardner  
Riverside  
Silver Lake  
Twin Creeks  
Valley View  
View Ridge/Madison  
Westmont

---

**EnvisionEverett**  
EnvisionEverett Committee 2017



# Overview

This document includes all of the recommendations developed by the committee, which are introduced by a broad, overarching vision and values statement. In addition to specific recommendations, each of the topic areas is introduced by a set of “aspirational goals” that identify a desired 20-year future for that topic.

Many of the recommendations include a set of “strategies for consideration.” These are ideas for the way in which each recommendation could potentially be carried out. However, the committee felt that it should not be too prescriptive or detailed in its work. Members wanted to make sure that city officials had ample leeway and flexibility in deciding how the recommendations can best be implemented.

Each recommendation is accompanied by a “Five-Year Success Measure.” It is anticipated that another review of Everett’s future will occur in 2023. The success measure will provide a beginning point for this future process, an evaluative tool that can pave the way for continued discussion and revised recommendations in 2023.

In addition to the individual segments of EnvisionEverett 2037, three important themes run throughout the committee’s work:

**APPLAUSE** The city is doing a number of things very well. Each set of recommendations includes at least one reference to existing city programs. In every case, there is work underway that the committee applauds. In these recommendations, committee members urge the city to “continue and build on” the programs that are already working effectively.

**INEQUITIES** The next 20 years should be used to address inequities. While significant portions of Everett are thriving, it is also the case that other areas of the city are not benefitting from the same level of economic vitality, and are not equitably served by parks and other amenities. Committee recommendations address these inequities, with a strong emphasis on a more inclusive vision for the next 20 years.

**A NEW EVERETT** It’s time to tell a new story. EnvisionEverett members are tired of old, worn-out perceptions of their city. While its industrial, gritty past includes a great deal that should be celebrated, it is also the case that Everett is developing into a city with a strong arts and cultural scene, exciting recreational opportunities, and relatively affordable housing. It is this new story that must be actively shared and marketed.



# Next Steps

It is difficult to overstate the level of enthusiasm and commitment demonstrated by the members of the EnvisionEverett 2037 Committee. Regardless of their backgrounds, professions, or the length of time they have resided in the city, committee members genuinely care, and are passionate about, the future of Everett. Attendance at every meeting was high, and all members participated in sharing creative ideas for the next 20 years.

The EnvisionEverett 2037 Committee looks forward to a presentation and dialogue with the Mayor and City Council on the recommendations presented here. It is hoped that this report will be used as a guidepost for future decision making.

## Summary: EnvisionEverett 2037 Recommendations at a Glance

### Economic Development

- Act to ensure long-term, sustained business development.
- Prioritize attention and support to small businesses.
- Develop a technology infrastructure for growth and innovation.
- Ensure that the city’s infrastructure is favorable to economic development.
- Ensure that city staffing and other resources are adequate to attain maximum levels of economic growth.
- Support professional and other networking opportunities.
- Institute an Anchor Institution Program to serve as a linchpin for economic and community development.
- Continue to strengthen efforts to revitalize key business corridors.
- Expand the city’s marketing program and promote tourism.
- Maintain an attractive community.



## Housing

- Continue with programs that are working well now, and offer more of them relative to the market.
- Continue to strive for increased housing density in all of the city's major corridors.
- Place a high priority on affordability for all income levels.
- Encourage the development of multi-family structures that reflect modern design and innovation.
- Annex areas only if there is strong support within the target community and after a comprehensive cost/benefit analysis.

## Education

- Continue to strengthen ties with educational systems at all levels.
- Create stronger partnerships with school districts and other educational institutions to increase programs aimed at myriad social issues.
- Work in partnership with educational and workforce entities to establish journeyman, apprenticeship, and other business-related educational opportunities.
- Broadly communicate the successes of our K-12 schools.

## Transportation

- Ensure that the transit system and alternative transportation modes keep pace with population growth and technology changes.
- Review costs and benefits of a city-operated transit system.
- Continue to increase the number of sidewalks and crosswalks for safety and connectivity.
- Take steps to increase the use of transit, electric cars, and ride-sharing.
- Make it easier, safer, and more enjoyable to travel by bicycle.

## Homelessness

- Continue to fund and support current city programs that achieve results.
- Ensure that resources are adequate to meet the level of need.
- Develop strong data resources and design programs in response.
- Actively explore and institute innovative best practices in response to homelessness.
- Significantly increase community awareness and engagement around homelessness, addiction, mental illness, and other social issues.
- Continue to build on the city's community policing program.

## Crime & Substance Abuse

- Significantly expand detoxification and treatment programs with the goal of ensuring that the county's and city's criminal justice system is not the first line of defense in managing substance abuse and associated crimes.
- Rebalance the criminal justice budget to allow for shifts in funding into substance abuse prevention and recovery.
- Work to reduce poverty levels, with the understanding that people who are left out of economic success are more likely to turn to destructive behaviors.
- Continue with the Community Streets Initiative/Safe Streets program, and support those efforts with appropriate staffing, budgetary, and legislative actions.

## Arts, Culture & Recreation

- Continue with programs that are working well now, and offer more.
- Pursue the partnerships necessary for a robust cultural life.
- Expand cultural activities and the locations in which they are held.
- Integrate art into new development.
- Consider potential new ideas for events and activities.

## Parks & the Environment

- Prioritize a more equitable distribution of park space.
- Expand park space, trails, waterfront access, and recreational uses.
- Encourage and establish stronger citizen involvement in the park system.
- Increase park safety, cleanliness, and maintenance.
- Establish new and creative mechanisms for parks funding.
- Continue with existing environmental initiatives and expand upon them.

## Civic Engagement

- Continue with civic engagement programs that are already in place, and build on those strengths.
- Partner with schools to foster a greater sense of community engagement and inclusion.
- Actively incorporate citizen feedback in major decisions.
- Offer more, and different, experiences for civic engagement and leadership, with a particular focus on "going where people already are."
- Fully integrate the city's community engagement efforts with city marketing programs.



# Overarching Vision Statement for 2037

In 2037, Everett is a remarkable city that has something to offer for everyone who chooses to make it their home. Thanks to proactive planning and strong leadership, Everett is a vibrant urban center that honors its industrial legacy while thriving in a knowledge-based economy.

Everett has enjoyed strong, sustained economic growth, and a broad range of jobs are plentiful. A highly-trained, highly-capable workforce is enthusiastic and available to fill those jobs. People want to live, work, and recreate in Everett because of its beautiful physical surroundings and sense of place, and because the city ensures that housing is attainable for all income levels, and that the city has safe streets, a strong education system, ample opportunities for civic engagement, a thriving arts and cultural scene, and entertainment for all ages and interests.

The city has recognized the demographic and cultural changes that have occurred over the past two decades. Those changes have been fully embraced and all citizens feel respected and included in the city's emerging identity. Everett celebrates the unique character of individual neighborhoods, while also providing city services and amenities in equal measure to each of those neighborhoods.

The arrival of Sound Transit's light rail system has encouraged new modes of transportation and transit-oriented development, and an increased emphasis on biking and walkability has resulted in friendlier neighborhoods, a healthier population, and closer connections among residents.

Everett has thoroughly anticipated population growth and increased density, and developed a wide variety of attractive housing options, mixed-use commercial and industrial real estate, green spaces and supporting infrastructure to incorporate that growth.



# Supporting Values

In addition to an overarching vision statement, the EnvisionEverett 2037 Committee developed a set of values in support of this vision.

The following chart describes those values and the way in which they are reflected in the recommendations.

Supporting values	How supporting values are reflected in our recommendations
<b>GROWTH</b> Everett recognizes that the population of the city is likely to grow substantially over the next two decades. The city views this growth as an opportunity, and has carefully planned to manage that growth as effectively as possible.	Economic Development recommendations, p 8 Housing recommendations, p 14
<b>COMPASSION</b> Everett is a compassionate community that provides resources for our residents who are most in need.	Homelessness recommendations, p 20 Crime & Substance Abuse recommendations, p 22 Housing recommendations, p 14 Education recommendations, p 16
<b>LEARNING</b> Everett values learning for all ages and at all levels.	Education recommendations, p 16
<b>CULTURE</b> Everett supports arts, entertainment and multicultural events for all ages.	Arts, Culture & Recreation recommendations, p 24
<b>INCLUSION</b> Everett is a strong community where all members from all backgrounds and neighborhoods feel welcome and included.	Parks & the Environment recommendations, p 26 Education recommendations, p 16 Arts, Culture & Recreation recommendations, p 24 Economic Development recommendations, p 8
<b>JOBS</b> Everett works hard to create, attract and retain good jobs, as well as a motivated workforce for those jobs. Everett supports incentives and programs that encourage workers, businesses and major stakeholders to invest in the city over the long-term.	Economic Development recommendations, p 8
<b>TRANSPORTATION</b> Everett offers a variety of transportation options, with an increasing emphasis on a pedestrian-friendly and bike-friendly city.	Transportation recommendations, p 18
<b>ECONOMIC CENTERS</b> Everett includes several economic “centers” and makes continuous improvements in the attractiveness and vitality of those centers.	Economic Development recommendations, p 8
<b>ENVIRONMENT</b> Everett pays attention to the environment and is committed to safe, clean and healthy surroundings for its citizens.	Parks & the Environment recommendations, p 26
<b>TECHNOLOGY</b> Everett is an agile city quick to adopt new technologies and services that benefit its citizens.	Economic Development recommendations, p 8



# Economic Development

## Aspirational Goals

In 2037, the primary economic engines of Everett — the aerospace industry, the U.S. Navy, health care, and Washington State University and Everett Community College — remain intact and in positions of prosperity. They continue to serve as the linchpins for strong economic sustainability. In addition, over the past 20 years, Everett has experienced substantial growth in small businesses that have chosen to locate and expand within the city limits. The city has deliberately fostered small business growth through tax incentives, location assistance and other inducements to come and stay for the long-term in Everett.

The city is particularly proud of the gains it has made in developing and sustaining veteran-, minority- and women-owned businesses. Again, the increase in the number and success of these businesses is due to a concerted and focused effort on the part of the city to help these entrepreneurs feel welcomed and supported.

The city has also attracted a host of new businesses and industries. Through a well-developed plan to continually stay abreast of new technologies and consumer needs, the city has been able to actively pursue these businesses as soon as they have emerged. Everett has been at the forefront of capturing new waves of business ideas.

Paine Field airport has been improved to serve commercial airline passengers and Sound Transit has expanded with multiple light-rail stations throughout the Everett area. The city has anticipated these expansions and has capitalized on the resulting economic gains. Areas of the city that once languished have been revitalized. These include the downtown core, Evergreen Way, Everett Mall and the Broadway Corridor. Everett has fully anticipated the lifestyle needs and desires of its growing population. As a result, new housing and job opportunities, as well as community, recreational, and entertainment centers, have been designed to meet those lifestyle aspirations.

The City of Everett has forged highly productive partnerships with businesses and the educational institutions that serve its residents. Business leaders, in turn, maintain strong partnerships among themselves that not only sustain the economy of Everett but also work to continually attract new business prospects to the city. The city's influence has helped to engender a highly capable workforce that embraces people from a broad range of cultural backgrounds, skills, and talents. This workforce is pleased to work, live, and recreate within the city. This has contributed to a high level of vitality, energy, engagement, and promise for the City of Everett in 2037.

## Recommendations

### Act to ensure long-term, sustained business development.

While the city has done a good job of understanding the current business climate, the committee also wants to make sure there are longer-term plans and processes in place to anticipate, and act on, emerging opportunities in the technological, industrial, and commercial business sectors. It is impossible to imagine, in 2017, all of the innovation that will emerge over the next 20 years. The committee aspires to see an active effort to ensure a continuum of sustained business development; that is, as some businesses invariably fade, others are on hand to replace them. The city should work with Economic Alliance Snohomish County and other appropriate partners to stay attuned to these innovations and react quickly to new opportunities.

**Five-Year Success Measure:** By 2023, the city has a strong and active program to identify and act upon emerging business innovations.

### Prioritize attention and support to small businesses.

The committee recognizes that the aerospace industry, the U.S. Navy, the health-care industry, Washington State University and Everett Community College will continue to be critical economic engines. Over the next 20 years, the committee recommends that the city make a concerted effort to attract a more diverse set of small businesses. The committee understands that the city has already turned its attention to this economic sector, and statistics indicate that the highest percentage of future jobs will come from the small business sector.

The committee believes that veteran-, minority- and women-owned businesses should be specifically targeted. Strategies the city should consider include:

**INCENTIVES:** Offer inducements such as tax incentives, incubator programs and location assistance. Each of these should be considered to help small businesses make the decision to locate in Everett and to help them succeed once they have made that decision.

**INVESTMENT CAPITAL:** Entrepreneurs should be offered a variety of capital options, including micro loans similar to programs now available around the world. A number of cities in the U.S. have adopted such programs. The city should research these efforts and adopt those best practices most suited to Everett.

**ENTREPRENEURIAL CULTURE:** There is an opportunity to turn Everett's skilled workforce into entrepreneurs. Incubators and accelerators should be used to build this culture. Students at Everett Community College and Washington State University should be encouraged to create their own businesses; the same encouragement should be provided to workers who are retiring



*Support for small businesses helps veteran-, minority- and women-owned businesses.*

or being laid off. The city should partner with various non-profit organizations throughout Everett to expand this entrepreneurial mindset.

**PROFESSIONAL SERVICES:** Small businesses need access to a greater number of professional service providers. The city should support the growth of accounting, finance, technology and legal services for these emerging businesses. Small businesses also need entrepreneurial advice and strategy expertise. The city should work with Economic Alliance Snohomish County and other organizations to create a stronger platform for services to small business.

**Five-Year Success Measure:** By 2023, 3,000 small businesses have either located to or expanded their business within Everett. Veteran-, minority- and women-owned businesses have increased by 30%. When surveyed, these business owners indicate strong satisfaction with their location and long-term business prospects within Everett.

## Develop a technology infrastructure for growth and innovation.

Washington state often serves as an early adopter of emerging technologies. Everett should, while always being mindful of the risks, proactively adopt technologies and standards from which its businesses and citizens will benefit. Strategies the city should consider include:

**INTERNET:** Adoption of next-generation internet connectivity.

**NETWORKS:** Exploration of the economic and social benefits of IoT (Internet of Things) networks.

**OPEN DATA:** Establishment of open-data policies and practices.



*Park crews keep Everett beautiful by maintaining sidewalk tree basins.*

**SOLAR TECHNOLOGY:** Work with partners and stakeholders to prepare for an increase in demand for solar-related technologies.

**Five-Year Success Measure:** By 2023, a number of technological innovations have resulted in a city that actively promotes communication, engagement, and business support. There is a clear link between technology improvements, business retention, and civic engagement.



*Keeping attuned to emerging innovations will help sustain Everett's business development.*



## Economic Development continued

### Ensure that the city's infrastructure is favorable to economic development.

The city's infrastructure should be regularly assessed to ensure that it can keep pace with, and continue to encourage, future growth and economic development. The committee endorses Everett's most recent Comprehensive Plan, noting that the city has anticipated upcoming growth and is on track to responsibly manage that growth.

Several recommendations were included in Vision 2025 that remain important today. These initiatives should continue to be monitored and adjusted as needed:

**IMPACT FEES:** Review impact fees to ensure that they are adequate to cover the needs of the city.

**PEDESTRIAN NEEDS:** Continually look for ways to improve sidewalks and other pedestrian needs in typically underserved areas of the city. Systematically identify areas with safety issues and address those issues with sidewalks, stop signs and streetlights.

**GREEN SPACE:** Look for opportunities to increase open and green spaces wherever possible.

**Five-Year Success Measure:** By 2023, the city is clearly on track to build infrastructure in tandem with existing and anticipated growth. Construction of this infrastructure is being carried out in a thoughtful and comprehensive manner. All areas of the city are being served equally.

### Ensure that city staffing and other resources are adequate to attain maximum levels of economic growth.

Given the high priority that the EnvisionEverett Committee has placed on economic development, it may be the case that the city needs additional staff support to carry out the actions that have been identified. The committee recommends that the city analyze existing staff levels and determine whether they are sufficient to sustain high levels of economic growth and vitality. The city should regularly review its partnerships with other economic development organizations to ensure that all involved are working in a synchronized, high-performance manner.

**Five-Year Success Measure:** By 2023, the city has thoroughly analyzed staffing needs in relation to economic development. Where appropriate and necessary, new staffing capacity has been added to the Office of Economic Development. The city has also strengthened partnerships with other organizations for maximum economic success.

### Support professional and other networking opportunities.

The committee recommends that the city encourage Economic Alliance Snohomish County and other organizations, such as the National Urban League and Loren Miller Association, to more widely advertise the networking opportunities they provide for new professionals and entrepreneurs. Especially as Everett is successful in attracting new small businesses to the city, stronger networks of younger people will create a greater sense of cohesion and excitement about a new Everett vitality. Likewise, as employers broaden the cultural diversity of their workforces, the city should work with these partners to ensure the recruitment of disadvantaged populations and partnerships with minority professional organizations.

**Five-Year Success Measure:** By 2023 there is a cohesive network of younger professionals and business owners who represent the future of economic development in Everett.

### Institute an Anchor Institution Program to serve as a linchpin for economic and community development.

Economic development should not come at the cost of social justice. The EnvisionEverett 2037 Committee aims for a new model of a more holistic prosperity. This model seeks to ensure that strong and thriving corporate cultures care about, and contribute to, the greater needs of the community as a whole. While businesses pay taxes that ultimately fund the provision of municipal services to benefit all residents, the committee hopes for contributions that go beyond tax payments; a larger commitment toward community responsibility and inclusiveness that extends outward to the entire Everett community.

One mechanism to achieve this holistic prosperity is an "Anchor Institution Program," which has been successful in cities such as Baltimore. Under such a program, major employers, educational and health care institutions, and community organizations work together to leverage money and time toward the betterment of the community. In Everett, as elsewhere, an Anchor Institution Program could be established to respond to the needs of various geographical areas of the city.

These anchor institutions, because of their stature as centers of learning, research, and employment, as well as the permanent nature of their physical locations and investments, can greatly influence the socio-economic environment of the communities around them. They can address joint challenges in public safety, economic development, social services, quality of life, community development and local hiring initiatives. Everett is lucky to be home to numerous innovative Anchor Institutions, and this kind of program would help to bring those resources together toward the betterment of the entire community.



*Promoting downtown core venues such as the Schack Art Center helps keep Everett strong and exciting.*

**Five-Year Success Measure:** By 2023 the city has evaluated the feasibility of Anchor Institution Programs. If all parties are willing to participate, at least one Anchor Institution Program has been established in one area.

## Continue to strengthen efforts to revitalize key business corridors.

The EnvisionEverett 2037 Committee applauds and supports the city's efforts to revitalize key business corridors that are critical to the long-term economic health of Everett. The committee recommends that city officials continue to focus on these important areas by creating a climate and partnerships that are conducive to both the retention of existing businesses and expansion opportunities for new businesses. While these efforts should continue in the downtown core, they must also be applied equally to other areas of the city. Strategies for consideration include:

**VENUES:** Increase the active use of Xfinity Arena, the Edward D. Hansen Conference Center and other downtown venues. Some of the downtown entertainment, arts and cultural venues have been underutilized over the past few years. The committee supports the ongoing work of the city to increase the number and types of events at these venues.

**PARKING:** Ensure that the downtown has ample parking. Limited downtown parking spaces could also be limiting to growth and revitalization. The city should evaluate parking capacity and make necessary adjustments to support positive growth.

**NIGHT LIFE:** Encourage a revitalized night-life. Although nighttime entertainment options are important throughout Everett, the city should put a particular emphasis on attracting new entertainment businesses to the downtown core, including restaurants and

clubs. The availability of such entertainment will help attract new downtown residents, and will make the downtown a more appealing location citywide. The city should consider various incentives, incubator programs, and location assistance to attract a diverse mix of entertainment options for all ages and interests.

**ENTERTAINMENT:** Continue to attract and support entrepreneurs who can be successful in providing a broad spectrum of events. The EnvisionEverett 2037 Committee is keenly interested in promoting a vital, active, and interesting city. Entertainment options are currently on the rise, and the committee wants to ensure that these options are supported and increased in the future. The city should continue to support entrepreneurs who want to invest in Everett, whether that be through musical events, the arts, tours, cultural experiences, or recreation.

**PUBLIC DEVELOPMENT AUTHORITIES:** Explore the feasibility of Public Development Authorities, which could serve as a viable mechanism to stimulate and support economic development in the city's business corridors. The city should explore this option and determine whether it could lead to successful outcomes in areas of the city in need of revitalization.

**NORTH BROADWAY CORRIDOR (NORTH OF 41ST STREET):** Continue the redevelopment of the North Broadway Corridor, which is transforming into an active college district with the ongoing growth of WSU and Everett Community College, as well as the expansion of the Providence Regional Medical Center campus. The committee supports these uses to revitalize the corridor and encourages the city to employ numerous strategies to ensure that this transformation takes place as responsibly and attractively as possible. This could include design standards for new housing, the active recruitment of restaurants and other businesses to support student life and visitors, the incorporation of landscaping and green space, and efforts to retain those existing businesses that contribute most positively to the overall look, feel and flow of the corridor.

**EVERETT STATION:** Ensure that Everett Station redevelopment is responsible and attractive. As Sound Transit moves northward, increased housing and business opportunities around the station will be developed in anticipation of increased transportation activity. The city has a plan in the works for how this development will proceed, and the EnvisionEverett 2037 Committee strongly supports this planning. The committee anticipates that in 2037 the area around the station will have been redeveloped with attractive housing options, landscaping and green space, and businesses that are thriving due to both housing density and the heavy traffic of transit commuters through the area.

**RIVERFRONT AND WATERFRONT:** Continue with riverfront and waterfront redevelopment and add amenities. The committee fully supports the redevelopment of the waterfront and riverfront. Changes to these lifestyle centers are well underway and the areas are likely to flourish in the future. They are vital and attractive segments of the Everett community. The committee is aware that there are current plans to connect the two areas with all-electric transit service, and fully supports this plan.



## Economic Development continued



*Trees and landscaping are natural business partners in south Everett.*

*Below: Everett Mall is a prime location for economic vigor.*

**EVERGREEN WAY CORRIDOR:** The committee is aware of the city's ongoing plans to revitalize the Evergreen Way corridor and supports that effort. As noted, such plans offer a platform for redevelopment and serve as recruiting tools for new businesses. These plans lay out a variety of tools for the way in which that redevelopment might occur, including tax incentives, location assistance, building design standards, and beautification techniques. The committee urges the city to continue to prioritize Evergreen Way in its economic development program.

**PAINE FIELD:** Partner with Snohomish County and other cities to capitalize on Paine Field expansion. Although the City of Everett does not have any direct authority over Paine Field, the committee recognizes that an increase in commercial airline service will result in greater demand for traveler services such as hotels and restaurants. City officials should work in partnership with Snohomish County and other cities to responsibly develop and reap the financial benefits from such an expansion. If it does not already exist, an area-wide development plan should be created. Such a plan will map out expectations for the future and will delineate the way in which growth will be managed.

**EVERETT MALL:** The Everett Mall is in a prime location with easy access on and off Interstate 5. The committee recommends that the city actively pursue all viable strategies to maintain economic vigor at Everett Mall.

**Five-Year Success Measure:** By 2023, all areas of the city are benefiting from an increase in energy, support, strong planning, and redevelopment. Visible improvements have been made to those areas in most need of revitalization. City-owned arts, cultural, entertainment and conference venues are becoming more profitable. Various corridors have been improved through comprehensive planning, the attraction of retail, updated city infrastructure, and abundant housing options.



## Expand the City's marketing program and promote tourism.

Marketing and promotion are key to economic vitality. The Envision Everett 2037 Committee recognizes that a strong marketing effort will build support and enthusiasm from current Everett residents, as well attract new businesses. Marketing is also necessary to maintain the crucial role that tourism plays in the economic health of the city. The committee supports the continued development and implementation of a strong marketing campaign. Specific strategies for consideration by city officials include:



**THE EVERETT STORY:** Do a better job of telling a new Everett story. Committee members want to ensure that the outside world is aware and appreciative of the types of changes that Everett has gone through over the past decade. Old stereotypes of Everett are in sharp contrast to the realities of today. A strong marketing program will help to dispel these old notions and advertise new opportunities for fun, work, and living in Everett.

**MARKETING THE STORY:** Leverage dollars to maximize a communication strategy. Part of this marketing program is simply doing a better job of telling the Everett story and framing that story in a way that provides a clear vision to attract and guide business and investment. The city should leverage dollars together with its partners to maximize the scope and impact of its communication strategy. The citizens of Everett and the region need to know that we have amazing things happening here.

**TOURISM:** Heavily promote tourism. The city has a great deal to offer to its visitors, especially with its beautiful physical surroundings. The city should actively support and market tourism to make Everett a desirable destination.

**Five-Year Success Measure:** By 2023 the city has developed a clear and cohesive marketing campaign that is carried out in concert with the Everett business community. Everett's story is being relayed effectively and the marketing campaign has resulted in measurable increases in tourism and business development.



## Maintain an attractive community.

People want to live and work in a city that is clean and attractive. Economic success is closely tied to surroundings. Everett has so much to offer in terms of its proximity to Puget Sound, the Olympics, and the Cascades. The committee recommends that the city build on this natural beauty. Strategies that should be considered by city officials include:

**STYLE:** Explore the possibility of an iconic skyline. For example, sail silhouettes could be incorporated on top of major buildings throughout the city.

**PAINT & PLAQUES:** Refresh the brightly-colored paint on newer buildings and at Everett Mall, so they are readily apparent to the public. Plaques could be placed at key locations to share the history of Everett and North Puget Sound.

**CLEAN-UPS:** Regularly sponsor neighborhood clean-up campaigns.

**MAINTENANCE:** Strongly enforce property maintenance standards. Acquire additional funding if staff levels are not high enough to ensure this enforcement.

**INCENTIVES & REGULATION:** Support minimum maintenance of commercial buildings through incentives and regulation enforcement. Develop an incentive program that encourages these property owners to maintain clean spaces and to repair run-down facilities.

**EVICITIONS:** Relax regulations to make it easier to evict squatters.

**POLICE PARTNERSHIP:** Partner with the police to quickly shut down drug houses.

**Five-Year Success Measure:** By 2023, code enforcement related to building and property maintenance has visibly increased. Poorly-maintained, run-down failing commercial enterprises have all but disappeared from the landscape. Neighborhood clean-up programs are ongoing and have been successful at keeping neighborhoods attractive.

*Green Everett Partnership volunteers remove invasive vines and plant native trees and plants in an effort to restore Everett's urban forests.*



# Housing

## Aspirational Goals

In 2037 Everett has plenty of housing options that provide a broad spectrum of sizes, styles, and price points. This has been achieved through the city's proactive and careful planning. Everett used several tools to make certain that growth projections were as accurate as possible. Then, in anticipation of this growth, city officials created incentives and a regulatory framework that provided an atmosphere of support for developers wishing to invest in Everett. The housing that has been built over the past 20 years is primarily multi-family and is attractive and concentrated in reasonable proximity to mass transit.

Everett has supplied a full continuum of housing to fill many needs, ranging from seniors to college students, and including options for the chronically homeless and the most vulnerable populations in need of social services. Mixed uses are a common sight, with housing units, retail businesses, office space, and green space comingling in an attractive and efficient manner. Everett's responses to housing needs have contributed to an atmosphere of desirability; this makes people want to choose Everett as a place to live and work.

### Annexation

**Annex areas only if there is strong support within the target community and after a comprehensive cost/benefit analysis.**

The Committee was asked to weigh in on the topic of annexation, providing advice on whether annexations should be pursued. Members responded by suggesting that annexations should only occur if the people and businesses within the area are supportive of it. Public forums should be held to evaluate the level of support and to carefully explain the pros and cons of annexation.

In addition, areas should only be annexed after a thorough cost/benefit analysis.

- Why is the area being annexed?
- What would be its highest and best use to the city?
- How will the city benefit and how will that neighborhood benefit?
- How will social and public safety services be delivered and what are the associated costs with that service delivery?
- Do the benefits outweigh the costs?

A mathematical model could be created and used to more objectively make this determination.

## Recommendations

**Continue with programs that are working well now, and offer more of them relative to the market.**

Streamline processes to make it easy for developers to invest in Everett. Everett offers several programs that are proving to be successful in attracting new developer business and in encouraging current residents to continue living in the city. These include tax incentives for building multi-family units, Community Development Block Grants (CDBG), the Community Housing Improvement Program (CHIP), and others. The EnvisionEverett 2037 Committee applauds these efforts and urges city officials to continue them. In addition, housing is an issue that affects all cities and new methods to encourage responsible development will certainly emerge over the next 20 years. The committee recommends that the city stay abreast of these possibilities and use a best practices evaluation to determine which are most applicable for Everett.

In addition, the city should continue with its strong and effective management of zoning and related ordinances. While it is important that the development community be held to necessary regulatory standards, it is also the case that city officials can enforce these standards in a manner that creates partners rather than adversaries. Committee members look to the city to ensure that this partnership philosophy is instilled at all levels.

**Five-Year Success Measure:** In 2023, the city has continued to employ tax incentives and other methods to encourage housing development. These are working successfully and the city has plans for additional programs designed to incentivize housing construction.

**Continue to strive for increased housing density in each of the city's major corridors.**

The EnvisionEverett Committee recommends that city officials continue to prioritize the creation of new and rehabilitated housing units in the downtown area, as well as other major corridors such as the Evergreen Corridor, Everett Station, Broadway, the Everett Mall area, and near Paine Field. Businesses are more inclined to locate in areas that include residents because it helps to ensure that business activity does not end when people go home at the end of their workday. Concentrated, attractive and affordable housing will keep the city livable as well as reduce urban sprawl. Every major area of the city should be guided by a development plan that allows for responsible growth. Strategies that might be considered include:

**PARCELS:** Make it easier for developers to combine smaller parcels of land into larger parcels that are more conducive to new housing construction. Cities throughout the country have been successful with such incentive programs; Everett should learn from these best practices and adopt those most suited for our city.

**INVESTMENTS:** Implement programs to help investors understand the likelihood of return on their investment, with the goal of presenting Everett as a favorable investment opportunity.

**DISCOUNTS:** Downtown businesses currently offer discounts on various amenities for downtown residents. This serves as a further incentive to live downtown and should be encouraged.

**Five-Year Success Measure:** By 2023, 600 additional downtown housing units have been made available, either through the rehab of existing buildings or through new construction. Other areas of the city are also experiencing responsible growth in housing availability.

## Place a high priority on affordability for all income levels.

This concept is often discussed at length, and yet in many Puget Sound cities most people have been priced out of home ownership. The EnvisionEverett committee does not want this to happen in our city. Every effort must be made to ensure that the purchase of a living space remains possible for people across a broad spectrum of income levels.

Strategies for city officials to consider include:

**PARTNERSHIPS:** Create a strong partnership with developers and housing advocates. Work together to build a deliberate program aimed at ensuring housing affordability over the next 20 years.

**AFFORDABLE HOUSING REPLACEMENT:** Work with developers to create a plan for replacing affordable housing units that are lost as a result of new development.

**MIXED INCOME HOUSING:** Especially as the city strives to keep housing affordable, developments that offer a range of purchase prices, sizes and styles should be considered. Several such developments throughout the country could serve as models for this.

**HOUSING WITH SUPPORTIVE SOCIAL SERVICES:** Everett has been successful in engaging the community in projects that provide housing, and, at the same time, offer social services. Examples include Catholic Housing Services, Cocoon House, and Housing Hope. The city should review other possibilities in this regard, placing a high priority on making sure that there is safe housing with supporting social services for everyone who needs it.

**SOCIAL IMPACT INVESTING:** Everett has also seen strong examples of social impact investing. For example, the Community Foundation of Snohomish County invested \$300,000 to help HopeWorks

purchase land for its most recent low-income housing project. The city should support additional investments in this regard, as they provide win-wins for non-profits, investors, and those in need of low-income housing.

**Five-Year Success Measure:** By 2023 the City of Everett has partnered with key stakeholders to create and implement a defined program aimed at maintaining affordable housing.

## Encourage the development of multi-family structures that reflect modern design and innovation.

Everett will need to provide more multi-family housing to accommodate the growth anticipated for the city. The committee recommends that these developments be constructed with an overall master plan in mind, so that they contribute to a sense of overall cohesion, with buy-in from single family homeowners in the development area. Specific strategies that could be considered by city officials include:

**MIXED USE DEVELOPMENT:** Committee members hope to see housing units mixed with retail, for example, to create interest, community interactions, and shopping opportunities within walking distance.

**GREEN SPACES AND PARKS:** Multi-family housing residents will need green space in which to relax and recreate. City officials should ensure that park planning is commensurate with new housing units.

**CONDOMINIUM DEVELOPMENT:** The committee understands that liability concerns have discouraged the construction of condominiums statewide. City officials should lobby the Legislature to make revisions in state law that would enable a viable path forward for condominium development. Incentive programs to allow for apartment-to-condominium conversions should be offered.

**ACQUISITION OF ABANDONED OR RUN-DOWN PROPERTIES:** The city should be more proactive in either penalizing owners who have abandoned their houses, or incentivizing those owners to sell their properties to developers who can build new housing units on those properties. Stricter deadlines for allowing abandoned houses to languish could be implemented. A program that provides incentives to clean and improve properties could also be offered. This would be a new way to expand the number of properties available for new housing.

**Five-Year Success Measure:** By 2023 it is clear that the city has explored, and is implementing, a variety of creative strategies to help ensure that new multi-family housing is built in a manner that demonstrates thoughtful consideration of innovative approaches.



# Education

## Aspirational Goals

The Vision 2025 plan called for the recruitment of a new university campus to Everett. This has come to fruition and has proven to be an economic boon. It continues to grow, providing an ever-widening range of four-year and advanced degree opportunities to local students. This has been a significant factor in Everett's transition to a knowledge-based economy. As the Washington State University medical school begins operation, more programs are added and existing ones grow, the institution's economic and cultural influence will expand even more. The city has done a great job supporting the establishment and growth of the Everett University Center, a consortium of four-year colleges and universities overseen by WSU. Similar successful efforts are evident between the city and Everett Community College. In 2037, these institutions of higher learning will continue to thrive as strong assets.

In 2037, the same partnerships that have worked so successfully at the college level will have permeated to all grade levels. The city will have helped forge programs with the Mukilteo and Everett School Districts that provide services to immigrant families, education on a variety of social issues, and programs to train workers for a broad spectrum of jobs.

These partnerships have resulted in a highly-trained workforce that works and lives in the city. This has contributed to an enhanced sense of vitality for schools, businesses, and the community as a whole.

## Recommendations

### Continue to strengthen ties with educational systems at all levels.

The EnvisionEverett committee recommends that the city further strengthen its ties and communication with the Everett and Mukilteo School Districts. This is likely to include more frequent checks and service recalibrations to respond to the needs of district families. For example, the districts are experiencing substantial growth, often with students from different cultures and countries. They, and their families, are in need of ESL training, assistance in adapting to a new culture, and help with finding employment. The city should be mindful of this broad spectrum of needs and should partner with the districts, along with nonprofits and other appropriate entities, to help ensure that those needs are being addressed. This is a wise investment of time and resources, because a better-educated workforce will inevitably contribute to a stronger overall economy.

**Five-Year Success Measure:** By 2023 it is evident that the city has continued to strengthen its ties with both the Mukilteo and Everett School Districts. New and/or revised programs are in place to ensure that needs and demands are being met at all levels.

### Create stronger partnerships with school districts and other educational institutions to increase programs aimed at myriad social issues.

Many social issues could be addressed through a stronger partnership between the city and educational institutions. These are issues that affect everyone at some level. It is important to recognize their impact on the community as a whole and to work together to educate, inform, and improve for the greater good. For example, prevention of drug use begins with the education of small children and continues through to high school and adulthood. By offering ESL courses to the parents of their pupils, Emerson Elementary provides an excellent example of broader community outreach and assistance (noted also in the Civic Engagement section of this report). Students of all ages should be trained in civic engagement and encouraged to become involved in their community. Societal understanding and acceptance of different races and cultures can be enhanced through a committed educational effort. The committee urges city officials to consistently be aware of greater social issues and to be proactive in efforts to partner with educational institutions to address them. The current Council of Neighborhoods has already initiated communication with the Everett School District, for example, and similar efforts should continue to be encouraged.

**Five-Year Success Measure:** By 2023, the city continues to have active partnerships in place with its two public school districts and other educational institutions related to any number of social issues. These partnerships are fostering measurable results regarding the types and effectiveness of the education being provided.

### Work in partnership with educational and workforce entities to establish journeyman, apprenticeship and other business-related educational opportunities.

The city has instituted partnerships with entities such as Workforce Snohomish and the Aerospace Joint Apprenticeship Committee toward the development of new apprenticeship placements that offer significant training opportunities for those seeking employment in area industries. The committee supports this work and suggests it be continued. Likewise, it is important that existing businesses and industries contribute to the training of new workers. The city should actively encourage, and help to promote, the availability of internship and other training programs.

**Five-Year Success Measure:** By 2023, new apprenticeship and internship placements have been instituted, or continue to thrive, throughout the city. Graduates of these placements report success in finding and keeping good jobs.



*Promoting apprenticeships with local employers benefits individuals and the community.*



*Spread the word: Everett and Mukilteo K-12 programs are top-notch.*

### Broadly communicate the successes of our K-12 schools.

Public perception of primary education is a vital component of economic growth and opportunity. Families often pick where to live and invest based on school district statistics. Both the Mukilteo and Everett School Districts are accomplishing a great deal; graduation rates are increasing and early education has become an important focus. EnvisionEverett members want both districts to benefit from the strong public perception that they are places where children will thrive, and that they are strong contributors to a community that treasures its families over the long term.

**Five-Year Success Measure:** By 2023 the city has become an active participant in a broad communication strategy that highlights the strong, ongoing success of both the Everett and Mukilteo School Districts.



# Transportation

## Aspirational Goals

In 2037, it is clear that Everett's strong planning and investment in transportation infrastructure have been successful. The transportation system has kept pace with population growth, and, as new technologies have emerged, these have been incorporated into that system.

Alternative modes of transportation have become second nature to the Everett community. Residents have developed an ease with walking, biking, and their use of transit because there are a significant number of bike lanes throughout the city, alternative systems of transportation are easy to navigate, connectivity between various transportation modes is strong, and safety issues are well-managed.

Sidewalks are in place throughout the city, both north and south. City officials have recognized the importance of sidewalks and crosswalks to the community's health, safety, and connectivity. These facilities are available in significantly higher numbers than they were in 2017.



## Recommendations

Ensure that the transit system and alternative transportation modes keep pace with population growth and technology changes.

The Envision Everett 2037 Committee recognizes that the next 20 years will bring a significant increase in population, as well as dramatic changes to the way in which people move around the city. The impacts of commercial airline service at Paine Field, not to mention the emergence of light rail, are just two examples of changes on the horizon. The only way to make certain that Everett's transportation network can keep pace with these changes is to continue with strong, effective planning and community outreach. Master planning at all levels should continue, and should expand to include younger people who are the commuters of the future. New technology and emerging modes such as driverless cars should be fully accounted for in future plans. Efforts should be made to increase vertical parking, freeing up street space for increased bicycle lanes and other uses. The committee wants to make sure that Everett is doing everything possible to maintain the infrastructure needed for the transportation system of 2037.

**Five-Year Success Measure:** By 2023, transportation planning has kept pace with population and technological changes, and there is every indication this proactive planning will continue.

Review the costs and benefits of a city-operated transit system.

The committee recommends that city officials conduct a review of Everett Transit. The committee is highly enthusiastic about transit, and certainly hopes that more people get out of their cars and onto the bus. However, other cities and unincorporated areas in Snohomish County rely on Community Transit to provide localized service. The committee understands that Community Transit's sales-tax rate is double that of Everett Transit's, but wonders whether greater overall cost efficiencies could be possible if Community Transit also served Everett. The committee recommends that a complete evaluation be conducted, including a review of current and potential new riders, a comparison between Community Transit's and Everett Transit's customer service, the costs of each system, and the pros and cons of replacing Everett Transit with Community Transit.

**Five-Year Success Measure:** By 2023 a thorough review of the costs/benefits of Everett Transit has occurred. If appropriate, the city has transitioned to a partnership with Community Transit for this service.



## Continue to increase the number of sidewalks and crosswalks for safety and connectivity.

The EnvisionEverett Committee is pleased that city officials are making strides to improve the number of sidewalks and crosswalks in south Everett, Evergreen Way, Broadway, and other areas of the city that are in need of safety improvements. The committee urges the city to continue to make this a high priority for infrastructure investment, not only to increase safety but to improve connectivity throughout the city. Current sidewalk planning encompasses a half-mile radius around schools, but the committee suggests that this be extended to a one-mile radius, especially in areas with busy roadways and intersections.

**Five-Year Success Measure:** By 2023, new sidewalks have been installed, and are continuing to be built, in areas of the city that have been underserved in the past.

## Take steps to increase the use of transit, electric cars, and ride-sharing.

Regardless of which transit operator is in charge of the Everett system, the EnvisionEverett 2037 Committee has a number of suggestions for greater system efficiency. In addition, the committee suggests various strategies intended to encourage increased transit ridership, as well as transitions to electric cars and ride-sharing programs. Suggestions for consideration by city officials include:

**INCENTIVES:** Aggressively market incentives to use transit. Potential new riders may be generally unaware of the benefits of using transit and of the incentives available to choose the bus over a single-occupant vehicle. Everett Transit should thoroughly evaluate its current ridership, determine the demographics of potential new riders, and market and advertise to increase ridership.

**SAFETY:** Create an atmosphere of safety. Committee members note there is a perception that waiting for and riding the bus, especially during nighttime hours, can be unsafe. More should be done to reassure the public that safety measures are in place, and that they can feel comfortable riding the bus.

**EMPLOYEE RECOGNITION:** Recognize strong customer service. Drivers who perform in an exceptional manner on their routes should be recognized and rewarded for their service. The high quality of their work should be broadly advertised to the public. This will help to ensure greater familiarity and comfort with the transit system.

**COMMUNICATION:** Maintain strong communication with impacted communities. Everett Transit should continue with its program of working directly with impacted communities, especially in relation to route and other programmatic changes. This is another way to increase overall comfort levels related to the use of transit.

**TRANSIT ROUTES:** Build transit routes that are demand-based and utilize vehicles appropriate to the size of that demand. Current

data suggests that three of Everett Transit's routes convey 75% of its customers, which suggests that other routes may be significantly underutilized. Everett Transit should review this data and reconfigure routes so that the system is maximized for efficiency and productivity. In addition, routes with fewer passengers could be served by smaller buses, which would likely result in cost savings.

**RIDE SHARING:** Encourage the use of Zipcars and other ride-sharing programs. These programs can be highly effective in reducing the number of vehicles on the road and are likely to increase in popularity over the next 20 years. The city should ensure that such innovations are broadly and assertively marketed to the public.

**INFRASTRUCTURE:** Build infrastructure for the cars of the future. The city needs to make sure that charging stations for electric cars, for example, are readily available throughout Everett.

**Five-Year Success Measure:** By 2023, the city has taken a number of steps to encourage a transition away from single-occupancy vehicles. These steps and programs are clearly evident, and there are emerging changes in the public's transportation choices.

## Make it easier, safer and more enjoyable to travel by bicycle.

The EnvisionEverett 2037 Committee applauds the city's new bicycle master plan, in particular the planning for more bike lanes and trails, as well as ongoing improvements to the bicycling system throughout Everett. A number of additional steps can be taken to encourage more bicycle trips and a greater comfort with bicycling in general. Steps for city officials to consider:

**BIKE PATHS & LANES:** Increase the number of bike paths and roadway bicycle lanes in key areas of the city. As the city's population increases, new opportunities for biking will need to keep pace with this growth. Again, this will require proactive and consistent planning. Elevated bike paths could be a way to increase the safety and enjoyment of the experience. Committee members note that a "bike route" is different from a "bike lane," and that the city should increase the number and safety of bike lanes on key city arterials. Care must be taken to ensure that signage and stenciling is clear to both drivers and cyclists.

**CONNECTIVITY:** The EnvisionEverett Committee strongly urges the city to increase the level of connectivity between bike lanes and trails and walking trails. This would serve as a strong incentive to encourage more people to both walk and bike to various destinations. For example, the committee is pleased that there are already bike trails through the non-industrial areas of the waterfront, and understands that similar plans are in place for much of the new riverfront development. These types of connections should continue to be pursued, as they improve livability for Everett residents and also enhance Everett's status as a recreation destination.

**Five-Year Success Measure:** By 2023, the city can measure a significant increase in the number of and types of people who have adopted the bicycle as a primary form of transportation.



# Homelessness

## Aspirational Goals

By 2037, chronic homelessness on the streets of Everett has essentially been eliminated. When homelessness does occur, it is rare, brief, and a one-time event. The success in defeating chronic homelessness has been achieved through a concerted city effort to supply greater numbers of housing units and options, as well as prevent homelessness in the first place by providing access to job opportunities and social service programs.

## Recommendations

### Continue to fund and support current city programs that achieve results.

The EnvisionEverett 2037 Committee has reviewed current city programs and is impressed with the city's responsiveness to this issue. The committee recommends the following efforts be continued:

**SAFE STREETS:** Everett's Community Streets Initiative Coordinator, in partnership with the Director of Public Health and Safety, have been making the most of funds and grants, and are working to break down silos between various agencies and service providers, with the intent of providing a full complement of housing and other services. This program has been recognized for its innovation and should continue.

**PERMANENT SUPPORTIVE (LOW-BARRIER) HOUSING:** The city has led the effort by Catholic Housing Services to construct permanent supportive housing for chronically homeless residents, regardless of their drug or alcohol addictions. These apartment units will include on-site, 24-hour staff. The philosophy behind this housing model is that, with the stability of a safe place to live, residents have a greater ability to seek treatment, obtain health care, rebuild broken relationships or find their way back to a job. The committee supports this model, and urges city officials to continue to support the construction of permanent supportive housing.

**Five-Year Success Measure:** In 2023, the initiatives underway in 2017 have achieved demonstrable positive results. The city has reduced the number of chronically homeless. Programs have been adjusted as needed, but are in place and expanding to continue to meet the community's needs.

### Ensure that resources are adequate to meet the level of need.

The committee urges the city's elected leadership to continue to explore options for additional funding, staffing, and other efforts that respond to homelessness and other pressing social needs. This must be a proactive effort that includes early planning and procurement of funds in anticipation of future needs. Options to evaluate in this regard include:

**ADDITIONAL FUNDING:** Homelessness is not unique to the City of Everett. Efforts should continue to partner with Snohomish County, the state and the federal government to expand the financial wherewithal needed to effectively manage and prevent homelessness within our community.

**FULL-TIME/EXPANDED STAFFING:** Everett does not have a social services department charged with the task of managing these services. Instead, a citizen committee is charged with the distribution of some \$400,000 in grant funds to non-profit organizations. Everett's elected officials should evaluate the possibility of increasing current staffing levels to make certain they are adequate to meet future need. Staffing should be increased if necessary.

**Five-Year Success Measure:** By 2023, the city has acquired additional funding to combat homelessness and other social issues. If needed, staffing to manage these programs has been increased.

### Develop strong data resources and design programs in response.

The EnvisionEverett 2037 Committee urges the city, in partnership with Snohomish County and other entities as appropriate, to implement strong, viable data tracking efforts to help inform social service programs going forward. This comparative data will identify which programs and services are the most effective at helping people break the cycle of chronic homelessness. Those receiving these services should be interviewed, for example, to help determine which services are most useful in helping homeless individuals get back on their feet. The city should work with the county and others to use this data to design, refine, and expand ongoing social service programs.

**Five-Year Success Measure:** By 2023, the City of Everett has worked with Snohomish County and other appropriate entities to establish a comprehensive data program to measure the relative success of various social service programs. This data is actively being used in the design of ongoing efforts.

## Actively explore and institute innovative best practices in response to homelessness.

The City of Everett has done a good job of creating programs in response to homelessness; these offer a strong promise of success. Beyond current efforts, however, the Envision Everett 2037 Committee recommends that the city continually look for, and implement, innovative best practices in response to homelessness. As cities throughout the United States wrestle with this issue, the committee urges Everett's city leadership to examine, and benefit from, lessons learned in other communities.

Committee members discussed some ideas that could be explored further, with the understanding that there will be many other examples to learn from between now and 2037. Strategies for consideration by city officials include:

**NEW SOLUTIONS:** Everett businesses and industries could play a more significant role in responding to social issues. The city should explore new options to increase financial support, ongoing awareness and program assistance from these businesses.

**DAY USE/DROP-IN FACILITY:** This is one of the recommendations generated through the Safe Streets Plan, but the status of such a facility is unclear. People on the streets will benefit from a warm place to sit, hot beverages, a break from the cold, and access to social services.

**NEW TYPES OF HOUSING UNITS:** Other cities have experimented with different types of housing units, one example being very small houses, or even shipping containers that have been converted to housing. Perhaps a new rental culture could be developed that provides rooms to those in need. These ideas may or may not work for Everett, but the committee urges city leadership to strive for continued learning and partnerships that would take advantage of new possibilities.

**Five-Year Success Measure:** By 2023, the City of Everett has explored new options for homelessness. If and where appropriate, these options have been put in place and have some promise of success.

## Significantly increase community awareness and engagement around homelessness, addiction, mental illness, and other social issues.

The committee recommends that the city make a concerted effort to more broadly inform and engage citizens in the solutions to chronic homelessness and other social issues. The first low-barrier housing complex, for example, was met by neighborhood opposition. It is only through broader education and awareness that the community at-large will support and embrace the solutions that the city is trying to implement. Citizens should have a say in these solutions and should be informed and involved in how they are carried out. Success stories should be widely shared to help the public feel comfortable and supportive of these efforts. Those who have benefited from city efforts, for example, should be encouraged to share their stories with the wider community.

**Five-Year Success Measure:** By 2023, the City of Everett has strengthened levels of community support related to the implementation of low-barrier housing and other social service solutions. There is a general sense that the community is saying "yes" more often than it is saying "no" to these programs.

## Continue to build on the city's community policing program.

Committee members are aware of shifts in police responses to social service scenarios such as substance abuse and homelessness. Officers understand the importance of engaging in community outreach to build relationships based on respect and support. The committee applauds these changes and urges that they be continued. This will require city funding to provide the training necessary to address current social conditions with a focus on continuing the extensive Crisis Intervention Training implemented in 2017.

One statistic indicates that police response time to actual criminal occurrences is a very small portion of a typical police shift; that is, officers have time to interact more closely and positively with the neighborhoods they serve. The committee supports this increase in positive community interactions and recognizes the role that community organizations and Everett's population as a whole must play in helping police officers be successful.

**Five-Year Success Measure:** In 2023, the Everett Police Department continues to achieve demonstrably positive results through its community policing and other efforts.





# Crime & Substance Abuse

## Aspirational Goals

In 2037, drug and alcohol addiction and the crimes associated with them are significantly reduced from 2017 levels. This reduction has occurred because the city has anticipated and prepared for population growth and the associated substance abuse problems that could increase in proportion to that growth. The city has placed a greater emphasis on preventative measures, the employment of effective drug rehabilitation strategies, and a rebalanced budget that has enabled some criminal justice funding to be moved into drug education and treatment. A holistic collaboration between city governments throughout the region, Snohomish County, educational institutions, community and non-profit organizations is working effectively to implement and maintain these measures.

The criminal justice system is no longer the first line of defense in responding to substance abuse. Instead, a comprehensive network of social and public health services provides appropriate and successful channels for the diversion and treatment of drug and alcohol-related behaviors. Medically-supported detox, for example, along with numerous other evidence-based prevention and treatment strategies, are widely available.

The reduction in substance abuse and crime has resulted in measurably improved perceptions about the quality of life in Everett. Residents feel safe walking on city streets. A cleaner landscape and reduced criminal behaviors contribute to a pleasant bustle of city life that is unimpeded by negative behaviors.

## Recommendations

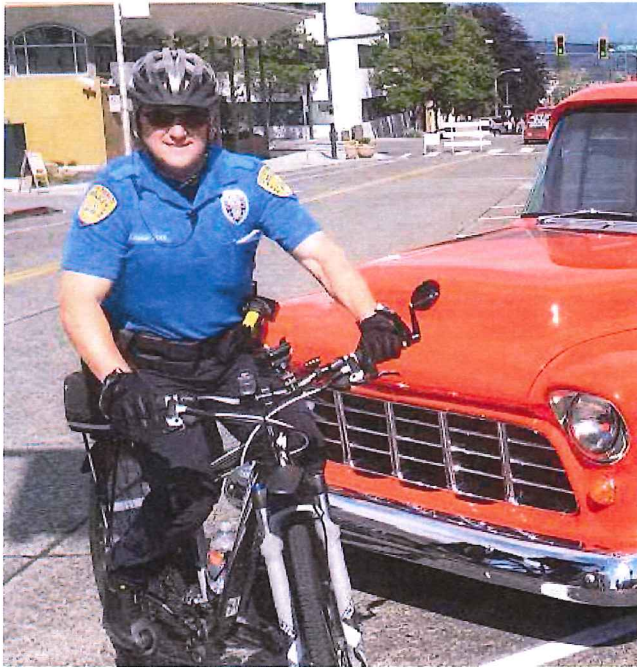
Significantly expand detoxification and treatment programs with the goal of ensuring that the county's and city's criminal justice system is not the first line of defense in managing substance abuse and associated crimes.

The current number of public detoxification beds is shockingly low in comparison to the need. Of all the individuals incarcerated at any given time in the Snohomish County Jail, approximately 60 are experiencing drug withdrawal. Jail has become the de facto place to house them, because currently there are only 16 publicly-provided detox beds. Longer-term treatment programs are also not readily accessible to all who need them.

The committee recommends that the city take strongly proactive measures to increase not only the number of detox beds, but also the number of recovery programs. This cannot happen in a vacuum. The city must develop partnerships with faith-based, community, housing and other organizations that have achieved success in detox and recovery. All of the programs sponsored by the city must be grounded in measurable, reliable, evidence-based data, so that only those programs that have a proven track record of success are retained. The current CHART program is achieving success and the committee recommends that this, and other efforts associated with the Safe Streets Initiative, be continued.

The committee also urges the city to work toward the goal of medical detox on demand, which means that those individuals with drug or alcohol issues are able to enter a detox program immediately rather than spend time first in the criminal justice system. Substance abuse is a serious public health issue and should be managed through those channels rather than through jail time.

**Five-Year Success Measure:** By 2023 the number of public beds available for detox in Everett has increased from 16 to a number that is fully commensurate with the needs of the population. The city has created sustained partnerships with a number of organizations that offer detox and recovery. Medical detox on demand is available to 100% of those who seek it.



*Everett Police are working within the Safe Streets Plan to help curb crime and drug use.*

## Rebalance the criminal justice budget to allow for shifts in funding into drug use prevention and recovery.

While public safety must remain a high priority, the committee believes that some greater proportion of the city budget should be shifted into programs for drug use prevention, detox, and recovery. The committee urges the city to adopt a new mindset that embraces prevention, detox and recovery as a key element of public safety spending. The shift to this new mindset and response to substance abuse can only be successful if law enforcement officials have the training, and the tools, needed to effectively manage these issues.

**Five-Year Success Measure:** By 2023, the City of Everett has begun to devote a greater proportion of its budget to drug use prevention and recovery. This transition is publicly apparent and acknowledged and the shift in funding is beginning to result in measurable successful outcomes.

## Work to reduce poverty levels with the understanding that people who are left out of economic success are more likely to turn to destructive behaviors.

Poverty is a complex social issue, with strong interconnections to housing, mental health, and substance abuse. One important way in which the city can counteract these influences is to help ensure

a strong job market. Over the next several years, Everett will lose a number of low-skilled jobs due to technology and industrial changes. This is worrisome because the loss of those jobs could lead to an increase in the number of people living at or below the poverty line. The city must take proactive measures now to ensure that replacement training and jobs are available to keep people out of poverty.

**Five-Year Success Measure:** By 2023, the City of Everett has successfully worked in partnership with job training and other organizations to implement programs that provide skills training and new jobs to those most in need. These partnerships have resulted in tangible, measurable results.

## Continue with the Community Streets Initiative/Safe Streets Program, and support those efforts with appropriate staffing, budgetary and legislative actions.

The committee recognizes that the city is making strong and impressive strides in responding to drug addiction and related crimes. The Community Streets Initiative has already resulted in new measures with promising results. The committee recommends that these efforts be continued, and that follow-up discussions regarding the results occur on a regular basis.

New ordinances and other legislation may be necessary in order to fully enact these initiatives. The committee urges city government to regularly review and update the legislation and policies that will support the shifts prescribed through the Community Streets Initiative.

Finally, additional staff may be needed in order to ensure success in these areas. Substance abuse and its related social impacts are not unique to the City of Everett. This problem is present throughout Snohomish County, the State of Washington, and certainly throughout the United States. The city could benefit from the addition of a funding advocate, a staff member who works continually to both acquire, and leverage, funds from local, state, and national sources.

**Five-Year Success Measure:** In 2023, a review of the Community Streets Initiative indicates that the recommendations implemented through that effort have resulted in clear and positive results for the city. In addition, policies and ordinances have been updated to fully support the work underway. City government has determined whether a new city staff position to increase the types and level of funding available to fight drug and alcohol addictions is the best way to proceed with this important work, and, if it is, that staff position has been put in place. Overall, the city has the financial wherewithal necessary to effectively treat and combat the social destructiveness that results from substance abuse.



# Arts, Culture & Recreation

## Aspirational Goals

In 2037 Everett has a fully-thriving arts scene. Over the past 20 years, the city has expanded its programs to extend cultural offerings from the downtown core to all of Everett's neighborhoods and multicultural communities. A broad range of events are held on an annual basis throughout the city. Art has been integrated into new construction and development and a strong community of working artists is in place. Recreational opportunities associated with Everett's beautiful physical surroundings have been heavily advertised and promoted, resulting in a regional perception of Everett as an exciting destination point, not only for physical recreation but for arts and culture as well.

This success has been achieved through strong partnerships between city government, the private sector, and non-profit arts organizations. Everett has recognized that robust arts and cultural programming and celebrations of multiculturalism contribute to enhanced livability, and that they also serve as a catalyst for economic development. In light of this recognition, the city has made the financial investments necessary to ensure that arts and culture are a strong component of what the city offers to its residents and visitors.



*Everett's natural resources make it a recreation destination.*  
PHOTO: Silver Lake in south Everett.

## Recommendations

### Continue with programs that are working well now, and offer more.

There is much to be applauded in relation to the city's current art and cultural offerings. The Envision Everett Committee recognizes these successes and urges the city to continue to build on strong programs. For example, the city currently develops a 20-year Parks and Recreational Operations (PROS) Plan every 6 years. This provides a deliberate path forward for parks and recreation, and should be expanded to include cultural opportunities. The committee recognizes that citizen participation in cultural events is strong and continues to gain over time. The city offers a range of activities at low or no cost, and this practice should continue. Moving forward, the city should continue to provide strong funding to its arts and cultural programming.

**Five-Year Success Measure:** By 2023 it is evident the city has continued to place a strong emphasis on arts and culture, and is expanding it well beyond the downtown core. This is demonstrated through funding levels, from public and/or private sources, that have kept pace with the city's population growth.

### Pursue the partnerships necessary for a robust cultural life.

City government by itself cannot adequately fund a fully-thriving cultural life. This can only be achieved through strong partnerships with the private sector and non-profit organizations. Sponsorships of cultural events can be particularly appealing to Everett businesses that will benefit from that level of visibility. City officials should do everything in their power to make certain public/private/non-profit relationships are strong and supportive toward the arts, particularly in situations where non-profit cultural groups may be struggling for success. Especially as the City of Everett seeks to update its image and promote its assets, a thriving arts and cultural scene can be a significant factor in this promotion. All partners should be aware of this possibility and leverage their dollars and energy in ways that work toward the overall enhancement of the city.

**Five-Year Success Measure:** By 2023, there is tangible evidence of viable working partnerships in place to support arts and culture.

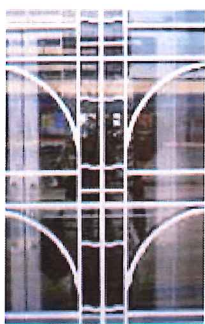
### Expand cultural activities and the locations in which they are held.

Celebrate the multi-culturalism of Everett. While the city has done a good job of offering a number of arts and culture events, these have, for the most part, been centered in the downtown core. Now is the time for that to change. Everett encompasses a wide variety of neighborhoods and cultures. Each should be honored for their contributions to the city, and all of them should play host to multicultural events that celebrate that richness. Arts,



culture and recreation are mechanisms by which Everett as a whole can be connected. The committee strongly urges that this level of expansion to different areas of the city be highlighted as a key priority for city action. This expansion into different neighborhoods will require participation from those who live in each area. Events should take place with the full engagement of these individuals in terms of planning and performing. Residents can be the stars of their own shows.

**Five-Year Success Measure:** By 2023, new cultural and multicultural events are taking place and being planned in varying parts of the city on an ongoing basis.



*The Art Nouveau door at the main library welcomes all.*

## Integrate art into new development.

The committee recognizes that new development is necessary given the growth anticipated for the city. Art, including indigenous and other multicultural components, should be incorporated into this new development. The integration of art should be strongly encouraged or incentivized in new development, whether it is in multi-family housing construction, retail spaces or parks. Art and culture serve to enhance the overall reputation of a city.

**Five-Year Success Measure:** By 2023 the city has developed a mechanism to encourage the incorporation of art in new development.

## Consider new ideas for events and activities.

**EVERETT'S LIBRARIES** already serve as a cornerstones for educational and cultural programming. The libraries should be celebrated for current successes and be fully supported in future endeavors.

**STREET FESTIVALS:** Everett could have events that are similar in atmosphere to a street fair or to the Folklife Festival in Seattle. Streets could be closed off for a day or two to offer music, food, dance, and storytelling. Such a festival could be a citywide celebration of multiculturalism. Other ideas for new events include spoken word & poetry slams, an artist showcase and paint & sips.

**FAMILIES AND CROSS-GENERATIONAL EVENTS** should be emphasized. Efforts should be made to ensure that activities are as family-friendly as possible. Senior activities could be co-located in a facility that also houses a pre-school to enable beneficial interactions between elders and tots.

**INDOOR EVENTS:** Pacific Northwest weather is often not conducive to outdoor events. More thought should be put into possible activities during the winter months. Events should be created with a "Plan B" in mind; that is, if a rain-out does occur, is a re-location

or substitute event possible? Another idea is to provide a large (perhaps half-acre) area that is covered year-round, and that could be a venue for many types of events.

**HOLIDAY EVENTS:** The holidays can be a good time to create events that are also likely to get strong backing from local merchants. These include Halloween, Easter, Christmas, Kwanzaa, the Chinese New Year and other multicultural holidays.

**OUTDOOR RECREATION:** Heavily promote the recreational opportunities available in Everett. For example, the city is surrounded by water and is perfect for aquatic activities such as kite boarding, paddle boarding, and kayaking. There are also numerous ways to enjoy the city and its surroundings on a bicycle. These opportunities should be more heavily advertised, not only to the city's residents but also to the surrounding region to help encourage tourism and Everett's new image. Everett can become a destination city for recreation.

**MUSEUM:** City officials should consider the possibility of an art, culture and/or history museum. This museum could be located in south Everett, which could also become an art hub.

**MUSIC VENUES FOR ALL AGES:** Everett has a vibrant and growing music scene, but venues are primarily for age 21 and older. Everett should strive to provide more opportunities and venues for all ages to help cultivate young musicians.

**Five-Year Success Measure:** By 2023 the city has implemented at least a few of these ideas in its arts, cultural and multicultural programming.



*The annual Nubian Jam at Forest Park celebrates Everett's diversity with family fun, music and African-American culture. Festival highlights include speakers, live performances and vendor booths.*



# Parks and the Environment

## Aspirational Goals

In 2037 Everett has increased the number of parks within the city. These parks are evenly distributed, with all neighborhoods benefiting. Most of Everett's residents have a park or playground within a 10-minute walk from their home. Everett's parks are clean and safe. All users feel welcome and enjoy the parks without fear. The park system has grown and evolved in tandem with new population growth, ensuring that inviting green spaces and recreational opportunities are both adequate to meet residents' needs and are available to everyone.

Everett has continued to expand its environmental programs. Rain gardens are a common sight throughout the city, as are electric vehicle charging stations. Public recycling is available citywide, and city officials continue to explore new and myriad opportunities for increased environmental protection. Changes in infrastructure to accommodate driverless electric cars are becoming increasingly common.



TOP: The three multipurpose fields at Kasch Park in south Everett are well used. BOTTOM: Senator Henry M. Jackson Park in north Everett features a community garden.

## Recommendations

### Prioritize a more equitable distribution of park space.

It is no secret that some areas of Everett are more endowed with parklands than other areas of the city. The committee wants this inequity to be changed. Areas of south Everett, along with other neighborhoods and commercial districts such as the Broadway Corridor, do not enjoy the same access to peaceful green space, nor are recreational opportunities available on an equal basis citywide. The committee recommends that city officials prioritize those areas of the city that are currently underserved. This should be reconciled with the recent parks master plan (PROS) which is focused on repairs and restoration. PROS should be updated to highlight areas of need and potential opportunities in south Everett and other communities. This planning should be followed by the acquisition of new park properties as well as upgrades to existing facilities.

**Five-year Success Measure:** By 2023, it is evident that the city has made extensive strides to expand and upgrade park properties in historically-underserved areas of Everett.

### Expand park space, trails, waterfront access and recreational uses.

The committee recommends that city officials continue to explore new and creative ways to expand parks and recreation. Strategies and suggestions include:

**PARK LANDS** could be acquired in a wide variety of sizes; even small pocket parks can make a difference to the quality of life in an urban environment. For example, the currently-planned bus bulb project on the Broadway Corridor could include more greenery to soften the concrete. These types of design improvements will aid in promoting a new image of Everett to both residents and visitors.

**GOLF COURSES:** The committee recommends evaluating whether Everett can sustain two municipal golf courses. If it can't, one of the courses should be redeveloped for other recreational uses.

**TRAIL SYSTEMS** could be expanded to offer a more comprehensive network of local trails that are readily linked to regional trails.

**RECREATION FACILITIES** for activities such as skateboarding and rollerblading could be expanded.

**RIVERFRONT & WATERFRONT:** More readily-available access points to both the riverfront and waterfront could be created.

**PARTNERSHIPS** between the city and other entities could be encouraged and expanded, such as Port of Everett's association with the Jetty Island Days program.

**INTERACTIVE OUTDOOR EXPERIENCES:** Increased opportunities for close, hands-on interactions between humans and the natural world could be developed, such as a fish pond, a petting zoo and sustainable/edible gardens.

**Five-Year Success Measure:** By 2023, the city has concrete plans for future park and trail expansion.

## Encourage and establish stronger citizen involvement in the park system.

Given the importance of parks to the overall quality of life in Everett, it makes sense that neighborhoods and individuals should be more actively engaged in the ongoing maintenance of the city's parks. While this is certainly the case in some neighborhoods, others may be uncertain about how to increase their involvement and protective "ownership" over the park in their vicinity. The committee offers the following strategies to increase civic involvement with parks:

**TRAINING:** Provide neighborhoods with "how to" training and specific tasks. The Parks Department should train neighborhood groups on the ways in which they can better access, and assist with, their local parks. The department should provide a clear path forward to enable these groups to become involved.

**YOUTH SUMMER JOBS:** The Parks Department should increase knowledge about, and the availability of, summer jobs for youth within parks. This not only provides financial benefits, but can help to inspire these future leaders to care for the city's parks.

**THE PARKS WATCH** volunteer system should be expanded by recruiting and training new volunteers and by making sure that those volunteers feel fully informed and supported in their work.

**Five-Year Success Measure:** By 2023 there is a significant increase in the number of volunteers and youth employment positions in the park system.

## Increase park safety, cleanliness and maintenance.

Everett's residents need to feel safe while enjoying their parks. The committee recommends that security measures be upgraded at all park facilities. This should include a package of all viable alternatives including video surveillance cameras. A texting system could be put in place that would allow citizens to quickly report suspicious activities. That same texting system could be used to report unsanitary conditions and alert park personnel to vandalism. A strong security and maintenance system that is understood and supported by Everett's residents will foster increased park attendance and a greater sense of overall pride in the city's parks.

**Five-Year Success Measure:** By 2023, new security measures have been installed in each of the parks in need of such improvements.

## Establish new and creative mechanisms for parks funding.

Committee members recognize that their recommendations cannot be implemented without additional funding, and the committee further believes that a new tax levy should be a last resort for additional parks in Everett. Rather, the committee urges city officials to create the types of partnerships with businesses and developers that can provide the financial wherewithal necessary to ensure the continuance and expansion of a strong park system. Private enterprises should be invited to join the city in this endeavor, perhaps by sponsoring parks or by offering recreational pursuits (such as a zipline) that are both compatible with the park and are likely to generate profitability. The committee further urges that developers be required to provide green spaces in the design and construction of new housing and commercial enterprises.

**Five-Year Success Measure:** By 2023 the city has achieved tangible progress in partnering with businesses and developers to enhance the city's parks and recreation system.

## Continue with existing environmental initiatives and expand upon them.

The committee is impressed with the work of the city in relation to the environment. The city should continue the good work of its environmental policies and programs, and should continue to build on these in the future. Committee ideas include:

**STORMWATER MANAGEMENT** initiatives, such as rain gardens, should be continued and widely promoted to encourage more home and property owners to install them.

**CHARGING STATIONS:** The city should install more charging stations to create a greater ease of access and practical use of electric vehicles and driverless cars.

**RECYCLING PROGRAMS** should be continued, and more opportunities for the public to dispose of items in recycling bins, rather than the garbage, should be developed.

**LED LIGHTING** should replace older light fixtures to reduce energy use and its associated costs.

**ENVIRONMENTAL CLEANUP:** The city should proactively work to ensure that environmental cleanups, such as the smelter area, are completed with industries held accountable before, during and after contract negotiations.

**Five-Year Success Measure:** By 2023 the city has achieved measurable results through its ongoing, and expanded, environmental programs.



# Civic Engagement

## Aspirational Goals

In 2037, Everett has a robust civic engagement program that has continued to grow and improve. City staff have experimented with new technologies, techniques, and events that allow for meaningful interactions between city government and the people it serves.

Every neighborhood in Everett has a thriving neighborhood association. All neighborhoods are involved in some way with the city, whether it be service on a board or commission, the adoption of a neighborhood park, or the facilitation of efforts to resolve specific issues. The civic engagement program embraces the multi-cultural diversity of the city. All perspectives are welcome in city government.

The city has been diligent about measuring community participation. City staff have developed data touchpoints, such as attendance at public meetings and participation in surveys. A significant percentage of Everett residents are engaged in a dialogue, deliberation or program with their city government. Everett's achievements in community participation serve as an inspiration to other cities within the region. A cultural shift has occurred since 2017, and this shift has inspired more residents to become actively involved in their city. Residents have a strong sense of pride in, and belonging to, the City of Everett.

## Recommendations

Continue with the civic engagement programs that are already in place, and build on those strengths.

The committee applauds the work of the Communications and Community Engagement team and supports its ongoing work. The committee urges city officials to continue to fund and support this very important effort. Committee members also offer the following suggestions as ways to build on the existing program:

**COUNCIL, COMMITTEE & COMMISSION MEETINGS** should be strongly promoted. These meetings are open to the public, but public attendance is often minimal. The city should actively promote and advertise these opportunities for Everett residents to observe and offer comment on these public processes.

**VOLUNTEER WORK** should be promoted and celebrated. A broad pool of people have volunteered for city committees and other programs. These individuals deserve recognition, and this is a good way to encourage even more people to volunteer.



*Everett Animal Shelter volunteers work with potential dog and cat adopters. Photo: Volunteers and friends at the annual Mutt Strut event.*



**SUMMER PRIDE DAY** could be an active way to encourage engagement with the city. City Pride Day would call upon each of the city's neighborhoods to clean up litter and graffiti and generally beautify their surroundings. This would help to promote a greater sense of community and instill pride in the city.

**NATIONAL NEIGHBORHOOD NIGHT OUT PROGRAM** should be strengthened. This program seems to have gone by the wayside in some neighborhoods due to regulatory and other barriers, but it is a valuable way for neighbors to get to know each other, developing the kinds of relationships that help to fight crime and can be invaluable in the case of a civic emergency.

**CIVICS ACADEMY** development and promotion as outlined by community engagement staff members is supported by the committee. This academy should be carried out with the highest possible level of quality, so it is an experience that people are genuinely excited about and can benefit from.

**EVERETT CHANNEL'S** success in communicating with the public is notable and should continue to be developed. One way to expand and diversify the channel's programming would be to offer various neighborhood groups the opportunity to use the channel for broadcasts relating to neighborhood events, issues, arts and culture.

**TRADITIONAL COMMUNICATION** such as bill stuffers, posters, newsletters and information kiosks should continue to be used. As beneficial as social media can be, traditional forms of communication reach audiences that do not participate in social media and ensure that no demographic is left out of the loop.

**Five-Year Success Measure:** By 2023, it is clear that the city has continued to expand its community engagement program through a broad and diverse set of communication and involvement techniques.



*Monte Cristo Awards recognize neighbors who help make Everett special by taking pride in their property. Photo: South Everett award recipient.*



*At National Night Out Against Crime, local events happen all over the city with free food, activities and fun for all ages, emergency vehicles, information booths and community resources.*



## Civic Engagement continued

### Partner with schools to foster a greater sense of community engagement and inclusion.

In the section of this report devoted to education, the committee recommends several ways to build stronger partnerships with schools. Those partnerships deserve additional mention in this section. While city staff members are currently working with schools as conduits for information and engagement, the importance of this outreach cannot be overstated. Schools are a natural place for parents to receive information about community meetings and events. Because they are interested in the welfare of their children, parents are more likely to pay attention to information disseminated through the school and will likely find it easy and convenient to attend community meetings at their neighborhood school.

Moreover, the school environment can be more welcoming to immigrant families than City Hall. Emerson Elementary School's current program that offers English language instruction to the parents of students is just one example of outreach that should continue to be supported by the city. Engagement at this level can serve as an incubator; those who participate in interesting and helpful events at their local school can become active volunteers in city programs at other levels.

As noted above, the committee supports the implementation of a new Civics Academy, and further emphasizes that this academy should be offered in middle and high schools. The students of today will be the leaders of tomorrow.

**Five-Year Success Measure:** By 2023 the community engagement team has expanded its partnerships with city schools. Myriad opportunities for information and engagement are offered through these partnerships.

### Actively incorporate citizen feedback in major decisions.

EnvisionEverett Committee members urge the city to pursue every available opportunity to make sure its residents are informed and consulted prior to major decisions. Social media can facilitate this interaction. As social media technologies evolve over the next 20 years, the city should stay abreast of advancements and adopt those that are most applicable.

Committee members urge the city to actively engage residents in the decisions that shape the quality of life in Everett. The vision for 2037 is strong, two-way communication that reaches out to each of the city's neighborhoods and actively seeks input on major decisions. It is most important to make sure people know they have been heard, and to help them understand the way in which their opinions have helped to shape city decision-making.

In addition, it is important that the city institute an active monitoring effort to measure levels of participation. Committee members recommend that a system be implemented to accurately

record the number of people who participate in city-sponsored committees and other events, and to pinpoint those programs that are most successful in garnering this engagement. Through these measurements, the city can be more effective in growing those programs that attract the highest levels of interest and involvement.

**Five-Year Success Measure:** By 2023, the city has continued to expand and update its social media programs. Everett residents have a broad understanding of the ways in which they can be involved, and there is clear communication about how citizen opinion has influenced city decisions. There is a measurable increase in the number of people who have become involved in their city.

### Offer more, and different, experiences for civic engagement and leadership, with a particular focus on "going where people already are."

The EnvisionEverett Committee supports current efforts to "go where people are" to encourage more civic engagement. Committee members urge that these efforts continue and be expanded. The city should go beyond community meetings and implement programs that are more active. Examples of these include "Adopt a Park," "Adopt a Playground," "Neighborhood Block Watch."

As the city has recognized, it is important to be actively at work in the community, and not expect that Everett residents will travel to City Hall for public meetings. The community engagement team continues to build upon the formal and informal networks that already exist throughout the city, and this work should continue. The EnvisionEverett 2037 Committee strongly believes that all neighborhoods should be tapped into in a way that best encourages their active participation.

**Five-Year Success Measure:** By 2023, the city has made measurable strides in expanding involvement opportunities that are focused on existing neighborhood networks and activities. City government is clearly active in all areas of the city.



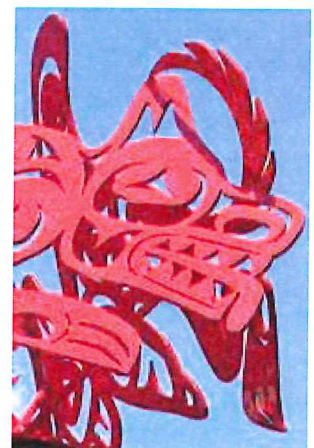
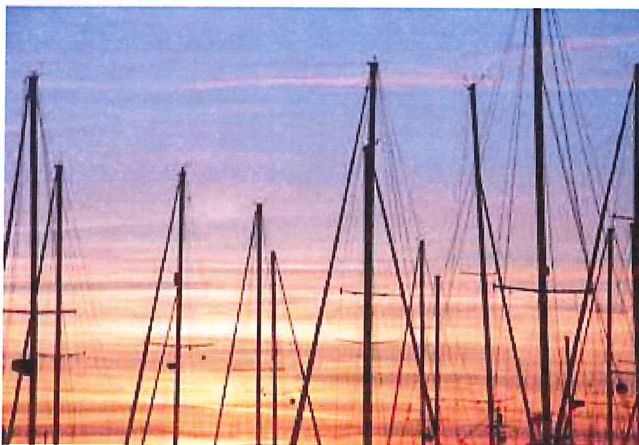
## Fully integrate the city's community engagement efforts with city marketing programs.

While community engagement staff members are rightly focused on the engagement of Everett residents, the EnvisionEverett 2037 Committee also urges the city to more fully integrate citizen involvement programs in a more overarching way with the city's marketing and tourism promotion. The active participation of residents leads to a greater sense of pride in the Everett community which, in turn, leads to an even larger sense of pride

and commitment that extends beyond our city boundaries.

A major theme running through all of the EnvisionEverett Committee recommendations is the need to "tell a new story" about the city. Members believe that the city is growing and changing in vibrant and exciting ways, and that this news should be widely shared throughout the region. The community engagement program is a key factor in fostering a new city image, and these efforts should be linked to achieve the highest level of visibility and benefit possible.

**Five-Year Success Measure:** By 2023, a new story is being told about Everett. Residents are proud of their city, and a significant amount of this pride comes through their active engagement with city government. Throughout the Pacific Northwest, old images of Everett are being discarded in favor of the cultural, recreational, and other quality-of-life improvements evident within the city.



### Everett is a highly marketable city.

*Clockwise from top left:*

*Port of Everett Marina*

*Providence Medical Center*

*Public art honoring Everett's Native American history*

*Naval Station Everett*

*Street Tunes summer program*

*Evergreen Arboretum & Gardens*





In 2037, people want to live, work, and recreate in Everett because of its beautiful physical surroundings and sense of place, and because the city ensures that housing is attainable for all income levels, and that the city has safe streets, a strong education system, ample opportunities for civic engagement, a thriving arts and cultural scene, and entertainment for all ages and interests.